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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Intelligence School

DATE: 31 July 1959

FROM : OTR Orientation and Briefing Officer

SUBJECT: CIA Introduction

Problem: Whether the CIA Introduction should be dropped or retainedBackground:

1. This three-hour introduction to intelligence and intelligence organization has been mandatory for all new Agency employees since 26 November 1951, when the program was launched. It was then called the Agency Indoctrination Course. At that time, it was the only intelligence briefing available for most Agency employees.

2. At first, the program was put on twice a week; later, once a week.

3. Members of the intelligence community were allowed to come in the early years. In 1955 a separate "Departmental Briefing" was set up for them.

4. The original format provided for the following lectures:

The Language of Intelligence

The Intelligence Community

The Mission, Functions, and Organization of CIA

In early 1957 the format was changed. A film on the intelligence process was introduced, and the three lectures were reduced to two. Thus, the program was set up in the following manner:

Introduction to Intelligence

Film

Organization of CIA and of the Intelligence Community

5. Over the years 16,467 persons have been briefed in this program. The attendance breakdown by fiscal years is as follows:

FY 1952 = 2904 (covers a period of seven months)
FY 1953 = 3189
FY 1954 = 1956
FY 1955 = 1817
FY 1956 = 2144
FY 1957 = 1765
FY 1958 = 1418
FY 1959 = 1274

16,467

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6. The number of programs given annually in the past three years is as follows:

FY 1957 = 40

FY 1958 = 35

FY 1959 = 29

From 28 per cent (FY 1957) to 20 per cent (FY 1959) of the O&B Officer's total briefing time has been devoted to the CIA Introduction.

Discussion:

1. The CIA Introduction, while being mandatory, has not had for some time its original distinction of being the only intelligence briefing available for all EOD personnel. A mandatory Clerical Orientation Course was begun in the fall of 1952, and a Basic Orientation Course for all professional personnel entering on duty was made mandatory in the spring of 1953.

2. While the original urgency of a CIA Introduction for new personnel no longer exists (since the same material is available in the other mandatory EOD programs), it may be argued that it still serves a useful purpose in that (a) basic doctrine, attitudes, and motivation are imparted uniformly to all at the outset and that (b) the subject bears repetition. There is no reason, however, why these same goals cannot be achieved in the Clerical Orientation Course or in the Intelligence Orientation Course. The advantage of repetition can be achieved in these courses through seminars, reviews, and study periods. As to uniformity of basic doctrine, it already exists in O'R.

3. The strongest argument for dropping the CIA Introduction is that the audience is too heterogeneous. First-rate briefings are never "canned." They are tailored to a particular audience--to their interests, their degree of sophistication, and their "need to know." The more homogeneous the audience, the more tailoring; the more tailoring, the more effective the briefing. It is exceedingly difficult to tailor the CIA Introduction. Anyone--from a chauffeur to a physician--may be in attendance. The only thing all members of the audience have in common is the accident of time: They are all entering on duty together.

4. Audience composition (reflecting the current recruitment pattern) has changed considerably in the last two years. The majority now consists of clerical and Commo personnel; but there is always a scattering of civilian professionals, military personnel, and an occasional JOT. Thus, while the heterogeneity of the audience is not so pronounced now, quantitatively speaking, the qualitative differences remain. So long as there are nonclericals in the audience, the briefing cannot be a "clerical briefing."

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5. Based on my own four-year experience (1952-1956) in giving an intelligence briefing in the Clerical Orientation Course, I am convinced that I am not reaching clerical personnel as well now as I was then, when I could adapt my remarks to their interests and their needs. They were also less timid then about asking questions because there were no "outsiders" around and the setting was far more informal. I have come to the conclusion, therefore, that a more effective briefing can be provided for clerical personnel in the context of the Clerical Orientation Course.

6. If the CIA Introduction is dropped, professional personnel would get their intelligence indoctrination in the two-week Intelligence Orientation. For Office of Communications personnel, arrangements should be worked out so that an intelligence briefing would be given [REDACTED] as an integral part of the basic course given there to new Commo personnel. Clerical personnel would receive an intelligence indoctrination as an integral part of Clerical Orientation.

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7. The half-day (Monday afternoon) now used for the CIA Introduction should be retained by OTR as far as clerical personnel are concerned. Clerical Orientation would begin at noon on Monday (after the Security Briefing) instead of Tuesday morning. This half-day gain, plus the consolidation of intelligence indoctrination (now taking up three hours in the CIA Introduction plus two hours of review in Clerical Orientation), could easily result in a net gain of some three hours of time--time which the Clerical Orientation staff would welcome.

8. Dropping the CIA Introduction at this time is simply an adaptation to changing conditions. Those conditions may change again in the future. The idea of a brief introduction to CIA is worth keeping in mind in connection with war planning. Under the impact of war, should the Agency suddenly have to increase its personnel, at the same time curtailing the length of time available for professional EOD training, it may be necessary to substitute an orientation briefing for an orientation course. In any case, I think that keeping both the briefing (the three-hour CIA Introduction) and the course (the two-week Intelligence Orientation) is a luxury; and, as between the two, it is obvious that a course can accomplish more pedagogically.

Recommendations:

1. That the CIA Introduction be dropped.
2. That PPS look into the necessity of making the appropriate revision of CIA Regulation [REDACTED] on EOD Training.

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3. That arrangements be made with the Office of Communications to provide a suitable briefing to Commo EOD's at appropriate intervals. This briefing could be given either by the O&B Officer or by members of the Orientation Faculty.

4. That the Clerical Orientation staff plan to take over, for clerical personnel, the half-day now given to the CIA Introduction and that they plan an integrated coverage of intelligence and intelligence organization appropriate to clerical personnel.



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